

July 5, 2007

## **STATEMENT OF WORK FOR EXECUTIVE COACHING**

### **TITLE**

Executive Coaching and Leadership Development for Senior Managers

### **PERIOD OF PERFORMANCE**

Period of performance will commence on the date of award of the contract through September 30, 2009, with an option for FY 2010 (This Contract Is Contingent Upon the Availability of Funding)

### **BACKGROUND**

In 1995, EPA's Region 6 underwent a comprehensive reorganization in accordance with the federal government's streamlining and re-invention mandate. Subsequent to the completion of that initiative, the region has undertaken several major projects directed to restructuring the region's cultural work environment, consistent with the needs of our realigned functional organization. Those projects include:

- An extensive 360° survey process for all levels of management team.
- A series of Organizational Assessment through OPM
- An ongoing curriculum of training events and seminars on numerous performance skill areas such as leadership, teamwork, diversity, communications, career growth and personal development
- Pilot Executive Coaching program with Regional Senior Staff resulting in acknowledgment of needed change and support for continued efforts

### **PROJECT DESCRIPTION**

The executive coach will work closely with 10 senior management team of EPA Region 6 to help them become a highly effective team and to assist them in building and developing a high performance organization. The executive coach will be required to provide senior executives with coaching; leadership development and executive management training in helping our senior managers understand, analyze and develop options for improving their leadership effectiveness.

As a High Performance Organization senior managers need to expand their managerial and leadership skills through positive behavioral changes through coaching and training. These changes will be based on staff feedback, peer feedback and direct reports generated through the EPA's automated 360 instrument or any other survey that has been approved by the Project Officer (PO) that will be reinforced via actions plans forged under the guidance of a professional executive coach. This will be accomplished through training or confidential individual sessions provided under a contract with a firm of certified coaches, trainers and/or coaching experts. Through this effort, the senior managers will benefit from behavioral assessment, individual growth evaluation, and structured change application as well as fully appreciate the value of the active communication initiated through 360 Feedback, assessment and coaching.

Each member of senior staff coaching sessions will include an analysis of the feedback results coupled with evaluative determination of the criticality of the information, discussion (or series of discussions) regarding the validity of perceptions and guidance on possible alternative behaviors. It will result in a

specific action plan which is to include an accountability measurement as well as a tracking mechanism. Ideally, it should also result in the development of an internal organizational structure which would support the member's continuing change.

### **SCOPE OF WORK**

Coaching sessions and leadership training will be conducted at EPA Regional Office, Dallas, Texas and will be in-person or unless requested by the client(s). Coaching sessions, leadership training and meetings can also be conducted in a group setting on or off site as part of a retreat. A retreat, leadership training or leadership meeting (Brown Bag) may include 6-8 Deputy Directors in addition to the 10 members of senior staff. EPA will commit to the following rates:

### **Service**

Service:	Notes:
One-on-one Coaching	Focus of the one on one coaching sessions will be on improving leadership, teamwork, and communication at all levels of EPA region six with executive managers.
Group Coaching Sessions (2 hours for 10 - 20 people)	This cost shall include all handouts, videos, and materials.
2 Day Training or Retreat	This cost shall include all handouts, videos, facility and materials.
Presentations, and Meetings with Management Information Team)	This cost shall include all handouts, videos, and materials.
Brown Bag (Lunch Hours 11 AM – 1 PM) "Book Review" Discussion	EPA will provide books in advance for all managers and supervisors.

Prior to the end of the initial contract, the contractor will provide a status evaluation as part of the EPA Project Officer (PO) impact assessment of the project. This assessment will be used to determine whether the optional contract will be funded.

All vendor performance agreements resulting from this statement of work shall be limited strictly to the initial period, with no assurance of continued participation. Potential vendors should review all provisions of Section D. Coaches' Compensation, of this document.

The Region 6 Executive Coaching and Leadership Development for senior managers shall consist of the following deliverable products and their related criteria:

1. As Region 6 is diverse, the pool of coaches should also be diverse.

2. "Face-to face" professional individual developmental coaching/consulting services to 10 senior managers and with the possibility of some group sessions, retreats and meetings with 6-8 Deputy Directors and occasionally present presentations to the 60-100 supervisors that make up the Management Information Team (MIT). It is anticipated that the services of this contract can start in August 2007 or earlier.
3. Forum of coaching sessions is to: discover personal leadership characteristics through self-analysis coupled with feedback provided by the EPA automated 360 instrument and to create a safe sounding board to:
  - ◀ outline and test strategies to improve managerial/supervisory skills/abilities
  - ◀ analyze feedback results via possible perception/mis-perceptions
  - ◀ encourage acceptance of different approaches to leadership and enable client to match leadership approaches to organizational needs
  - ◀ further the understanding of the leader-follower relationship with a recognition of the strengths of shared leadership
4. Through the coaching sessions and training, the client will identify/develop with the coaches' assistance the following products:
  - a. one or two specific behavioral changes which would lead to more effective personal leadership
  - b. guidelines for actively seeking staff/peer/boss participation in client's development efforts
  - c. established criteria by which to facilitate meetings with those providing input into the 360 instrument to discuss results at minimal to thank them for their input and note action to be taken.
  - d. an action plan which includes the development of an accountability element to insure effective change and a means of continual reinforcement of progress toward the sought change
  - e. Upon completion of initial contract, provide report/briefing regarding "lessons learned" and suggested options/alternatives.

#### **A. The Fundamental Coaching Process**

Coaches shall follow these basic tenets:

1. The coach/client working relationship is a mutually designed partnership alliance between each coach and client.
2. The topic agenda for coaching shall be provided by the client based on feedback provided by the latest 360 instrument. It may also include other feedback measures,

organizational assessment analysis, discussions with friends, peers, subordinates and/or supervisors, or surveys if desired.

3. Although it is understood that co-active coaching may address the client's whole life and therefore there are no restraints on the content of coach/client topic agendas, the coach is to advise the client of the available service through the Employee Assistance Program (EAP) if more in-depth discussions of specific personal areas are needed. See the following website for description of EAP services - <http://www.foh.dhhs.gov/Public/WhatWeDo/EAP/EAP.asp>.
4. While the client sets the agenda; the coach makes sure it doesn't get lost. The coach assumes the client is naturally creative, resourceful, and whole, thus capable, through coaching, of finding his/her solutions to issues. The coach challenges the client to analyze issues, make decisions, and take considered actions. The coach draws commitment from the client and assists in establishing the method of tracking to ensure the client is held accountable for action.

#### **B. Coach/Client Assignments and Subcontracting**

1. Coach/client pairings will be assigned by the PO or the Deputy Regional Administrator on a case by case basis. The primary vendor may be allowed to subcontract out for specialize coaches, provided that 51% of the coaching is done by the primary vendor.
2. EPA PO is responsible for final selection and approval of all coaches
3. EPA PO is responsible for project assessment with evaluative input from the contractor
4. Each coach can have multiple clients.
5. If the need arises, reassignment of coaches will be facilitated by the PO at the request of the client.

#### **C. Coaching Sessions**

1. The project shall provide individual coaching sessions in order to meet the objective noted. Given the varied and different skills and abilities of the clients, the number of discussions needed to meet the objectives outlined will vary by client. One client having been exposed to a variety of feedback instruments may need very little guidance on behavioral changes needed and may have already have an established peer support group to assist in the implementation and evaluation of an action plan. Another may have no exposure and therefore need extensive guidance and coaching. The Initial sessions for each client are expected to occur within the first month with the remainder being held as needed.
2. All sessions will be conducted in person unless requested otherwise by the client or PO.
3. Individual client/coach pairs will be responsible for session scheduling logistics.
4. Clients will be expected to provide a minimum of five working days lead time when it is necessary to reschedule a session.
5. EPA will provide appropriate meeting space for coaching sessions.

#### **D. Coaches' Compensation**

1. Coaching sessions will be held at EPA Region 6 Headquarters (1445 Ross Ave, Dallas, TX 75202) or a mutually determined site.
2. Prior to contractor selection, vendors may be required to provide an hour briefing including 15 minutes for questions **without compensation (including any travel expenses)** to present their proposed coaching process guidelines, counseling approaches and address any questions from a panel of a maximum of ten.
3. A selected coach may be assigned multiple clients.
4. No travel expenses will be authorized.
5. Compensation will be via invoice, for services rendered. Monthly or quarterly invoicing is preferred. Invoices will be mailed to RTTP –Finance Center.
6. EPA makes no assurances regarding coaches' total earnings for the project. Clients will be required to "pledge" participation for at least two sessions; however, EPA does not guarantee the participation of any client for a specific number of sessions. Coaches will be compensated only for the individual sessions completed and/or any validated "no-shows".
7. EPA, at its sole option, reserves the prerogative of discontinuing the services of any coach, without recourse, at any point during the project.
8. Prior to the initial coaching session, EPA's managers have the option to provide the coach a copy of their most recent 360 instrument.

#### **E. Invoicing Procedure**

1. Coaches will bill EPA for the sessions executed with that client during the invoice period. The invoice should indicate:
  - Client's name
  - Purchase Order Number (E.g. EP076\_\_)
  - Date of sessions
  - Length of sessions
  - Whether sessions were other than in-person
2. Coaches may bill "no-shows" at the full rate when clients fail to reschedule with in 24 hours of the scheduled coaching session. Invoiced "no-shows" will be reported to the PO within 24 hours.

#### **F. Confidentiality and Records Maintenance**

1. Coaching session agenda topics and all session dialogue content are to be maintained in absolute confidence within the client/coach partnership unless authorized by the client in writing.
2. EPA will survey clients periodically regarding their general level of satisfaction with the



program and their evaluation of their coach's performance.

#### **G. Timing of Coaching Project Deliverables**

1. EPA desires to begin this program within 30 days of the awarding the contract or sooner. The program will terminate September 30, 2009 unless the optional contract is funded. No invoices will be honored for work conducted after the termination period of the project.
2. EPA will extend the optional coaching contract contingent upon evaluation of the initial effort and availability of required funding.

#### **H. Technical Evaluation Criteria**

The technical evaluation criteria to be used for evaluating vendor(s) proposals are listed below. (Note: Although EPA will conduct a cost/price analysis, cost/price proposals will not be scored in the technical evaluation.)

##### **CRITERIA**

##### **POINTS**

Technical Factor I – Key Personnel	40 Points
Technical Factor II – Past Performance	30 Points
Technical Factor III – Technical Ability	30 Points

#### **Factor I – Qualifications of Key Personnel**

- Proposals will be evaluated to determine the qualifications and experience of vendor's proposed key personnel. Each vendor must identify key personnel and provide resumes demonstrating their qualifications and experience in designing, developing, and delivering similar training programs. Proposed key personnel are required to have relevant management and training experience in Executive Coaching and Leadership Development. Vendor(s) must describe their qualifications and ability to develop, conduct, and administer training in these areas.

In addition, each vendor must represent that the information is accurate and complete, and that the individuals named are available for assignment on the date the contract becomes effective. (Note: The EPA must approve in writing any subsequent changes in key personnel prior to the individual beginning work.)

*Total for Factor I is 40 points*

#### **Factor II – Past Performance**

Each vendor must provide a detailed description of its experience with executive coaching and leader development or similar experience. A minimum of five years of experience in providing professional executive coaching is required.

Vendor's proposals must demonstrate the following:

- a. Quality – A record of conformance to contract requirements and standards of good workmanship;
- b. Timeliness of performance – Adherence to contract schedules, including the administrative aspects of performance; and
- c. Business relations – A history of being responsible and cooperative with customers; commitment to customer satisfaction; integrity and ethics.

Vendor must also identify three (3) active or recently completed (within the last 3 years) contracts, which required work in comparable areas as those described in this statement of work.

Vendor should provide the contract agency or firm with the address and telephone numbers, date of contract, and a period of performance. Retirees and former federal employees submitting proposals must demonstrate required past federal experience and/or contracts comparable to the work required in this statement of work.

*Total for Factor II is 30 points*

### **Factor III - Technical Ability**

Each proposal will be evaluated to determine the vendor's technical ability with regard to the vendor's current capability to develop and provide training in Leadership Development as required by this statement of work.

Vendor Capability: Vendor(s) must provide a detailed description of their ability to provide quality and reliable performance upon receiving award of a contract.

Technical Approach: Vendor(s) must provide a detailed description of their technical approach for designing, developing, conducting and administering presentations and leadership training program. Quotes must demonstrate the vendor's technical approach for developing and presenting managerial training for the government. The ability to meet required timeframes should also be addressed in the technical approach.

*Total for Factor III is 30 points*

### **Oral Presentations (Optional at the request of the PO)**

During the evaluation process, an EPA evaluation panel may need more information to make a determination of the awarding this contract, EPA PO will make a determination of a short list of vendors for further evaluation. Those vendors on the short list may be asked to make oral presentations. Such presentations will provide EPA the opportunity to ask and answer any questions the evaluation panel may have on the vendor's proposal. Also, after contract award, vendor may be required to periodically make oral presentations on the progress of the work to the PO and to the Executive Management Team.